

Avondale, Arizona Marana, Arizona Hayward, California Indio, California Whittier, California
Lakewood, Colorado New Britain, Connecticut Council Bluffs, Iowa Fall River, Massachusetts
Columbia Heights, Minnesota Woodbury, Minnesota Las Vegas, Nevada Asheboro, North Carolina
Salisbury, North Carolina Charleston, South Carolina Missouri City, Texas
San Antonio, Texas
Marana, Arizona Hayward, California Indio, California Whittier, California Lakewood, Colorado
New Britain, Connecticut Council Bluffs, Iowa Fall River, Massachusetts Columbia Heights,
Minnesota Woodbury, Minnesota Las Vegas, Nevada Asheboro, North Carolina Salisbury, North
Carolina Charleston County, South Carolina Hartsville, South Carolina Missouri City, Texas San
Antonio, Texas Norfolk, Virginia Brown Deer, Wisconsin Avondale, Arizona Marana, Arizona
Hayward, California Indio, California Whittier, California Lakewood, Colorado New Britain,
Connecticut Council Bluffs, Iowa Fall River, Massachusetts Columbia Heights, Minnesota
Woodbury, Minnesota Las Vegas, Nevada Asheboro, North Carolina Salisbury, North Carolina
Charleston County, South Carolina Hartsville, South Carolina Missouri City, Texas San Antonio,
Texas Norfolk, Virginia Brown Deer, Wisconsin



A program of the National Civic League

Denver, Colorado / June 17-19, 2016





Supporting Inspiration and Innovation to Create Equitable Communities

We celebrate the 2016 recipients of the All-America City Awards and applaud their work to transform their communities for a brighter, more equitable future for all children and families.



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Michael B. Hancock
Mayor



City and County of Denver

OFFICE OF THE MAYOR
CITY AND COUNTY BUILDING
DENVER, CO 80202-5390
TELEPHONE: (720) 865-9090 • FAX: (720) 865-8787
TTY/TTD: (720) 865-9010

June 16, 2016

All-America City Award Participants
Sheraton Denver Downtown Hotel
1550 Court Place
Denver, Colorado 80202



Greetings:

As the former Chairman of the Board of the National Civic League, it is my pleasure and honor to welcome the 2016 All-America City award participants to the Mile High City. This year we are spotlighting community efforts ensuring all children are healthy and supported to succeed in school and life, including initiatives that promote access to health care, education and jobs. The work is impressive and worth emulating.

The All-America City Award – now in its 67th year – is the National Civic League’s flagship program. I congratulate you for living in and representing a community that has demonstrated collaboration, innovation, engagement, inclusiveness and a can-do spirit. In the eyes of the National Civic League Board, staff and the All-America City volunteers, every community here is a winner. We urge you to take full advantage of this unique opportunity to tell your story, bond with your community’s participants and learn from others. I encourage you to continue to share the American story of people working together to make things better for all.

I encourage you to take the time to reflect and celebrate the great things that have been accomplished, as well as recommit to addressing the challenges that lie ahead.

On behalf of the City and County of Denver, please accept my gratitude for your dedication to helping all of the youth in your community to succeed in school and in life. I wish all of you a successful and productive event!

Respectfully,

A handwritten signature in black ink, appearing to read "M. Hancock", written over a horizontal line.

Michael B. Hancock
Mayor



COLORADO
Gov. John Hickenlooper



June 17, 2016

Greetings:

On behalf of the State of Colorado, it is my distinct pleasure to welcome you to the 2016 All-America City Awards. We are proud to host this event on its 67th anniversary.

We recognize your commitment to civic engagement and thank you for your hard work and dedication in promoting the success of young people in your communities. Key to these efforts is cross-sector collaboration. Here in the Centennial State, public, private, and non-profit partners have worked together to help Colorado become the healthiest state in the nation and to strength our early literacy programs such as Colorado Reads. We will continue to look for ways to collaborate in order to create innovative solutions to address some of the most pressing challenges that our young people face.

Once again, Colorado is privileged to host leaders from towns, cities, and communities across our great nation. We are confident the 2016 All-America City Awards will be a transformative experience that will inspire you with new ideas and will equip you with new tools as you head back home.

You have our best wishes for a successful and memorable weekend!

Sincerely,

John W. Hickenlooper
Governor

136 State Capitol, Denver, CO 80203 | P 303.866.2471 | F 303.866.2003 | www.colorado.gov/governor





Mile High United Way

CONGRATULATIONS

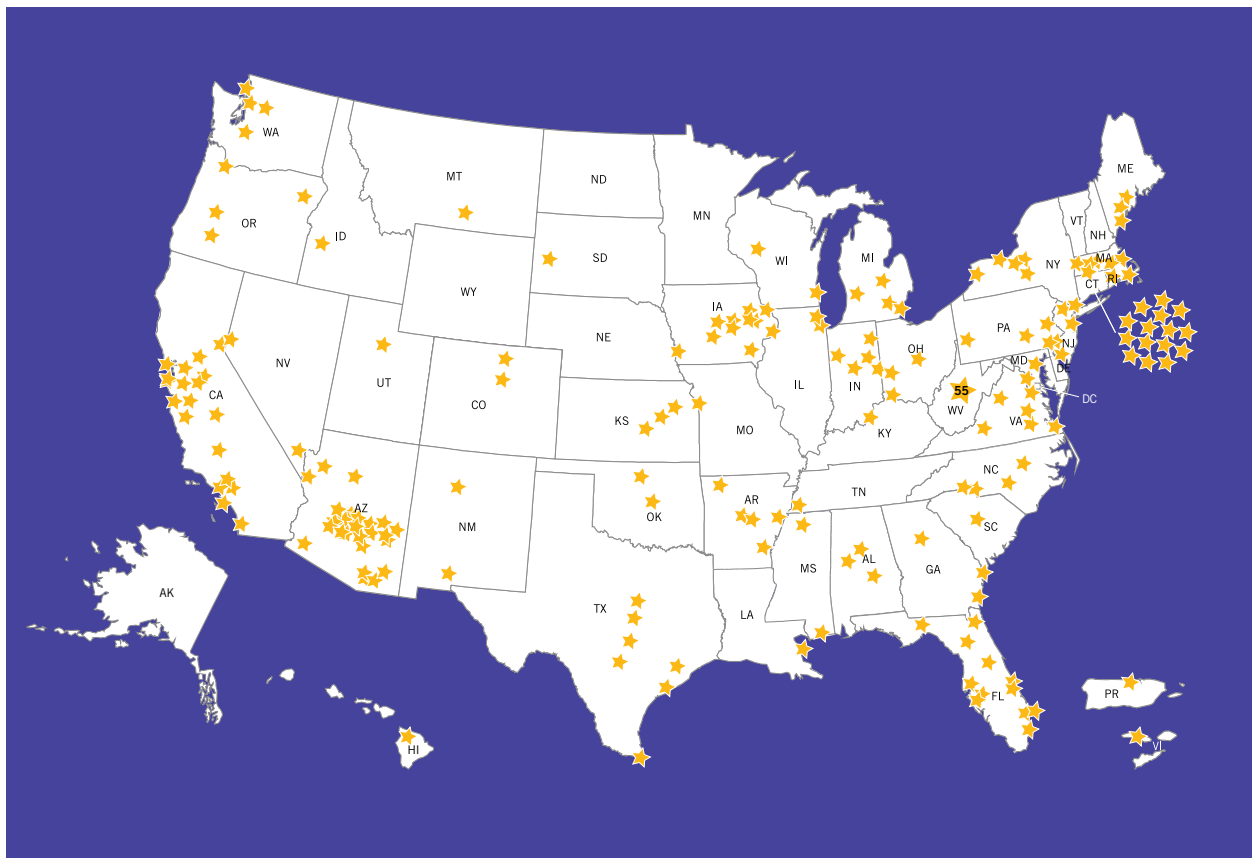
2016 All-America City Awards Finalists



We believe that all children, their families and individuals should have opportunities to succeed and thrive.

Mile High United Way proudly supports the National Civic League's All-America City Awards. When we come together, we

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COMMUNITIES ACROSS THE NATION ARE MOBILIZING

to give more children and families the resources they need to develop as early readers and succeed academically — and in life. Working together with parents, schools and teachers, we can ensure that every child is on a path to a more hopeful future.

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 KAISER PERMANENTE®

2016 All-America City Award Finalists

In alphabetical order by state:

Avondale, Arizona

Marana, Arizona

Hayward, California

Indio, California

Whittier, California

Lakewood, Colorado

New Britain, Connecticut

Council Bluffs, Iowa

Fall River, Massachusetts

Columbia Heights, Minnesota

Woodbury, Minnesota

Las Vegas, Nevada

Asheboro, North Carolina

Salisbury, North Carolina

Charleston County, South Carolina

Hartsville, South Carolina

Missouri City, Texas

San Antonio, Texas

Norfolk, Virginia

Brown Deer, Wisconsin



Event Timeline

67th All-America City Awards

Spotlight on ensuring all children are healthy and supported to succeed in school and life

At Sheraton Downtown Denver, 1550 Court Pl, Denver, CO 80202

June 16-19, 2016

Thursday, June 16, 2016

6:00pm – 8:00pm Registration, *South Convention Lobby*

Friday, June 17, 2016

7:00am – 7:30am Finalist Community Delegation
“Captain” Briefing, *Gold Room – Mezzanine Level*

7:35 am – 10:25am Finalist Presentation Rehearsals, *Grand Ballroom*

8:00am – 3:00pm Registration, *South Convention Lobby*

10:30am – 12:00pm AAC Promising Practices with
presentation by Somerville,
Massachusetts Teen Empowerment
Program, *Gold Room - Mezzanine Level*

10:30am – 12:00pm Campaign for Grade-Level Reading:
What's Working & What's Next, *Spruce
Room - Mezzanine Level*

10:30am – 12:00pm The Great American Myth: A Poetic
Debunking of the 3 Largest Myths
About Minorities presented by Brandon
Leake: Stockton, CA: Spoken Word
Poet, *Silver Room - Mezzanine Level*

10:30am – 12:00pm Ending Racism and Transforming Our
Society presented by Mike Wenger,
Denver Room - Mezzanine Level

1:00pm – 2:35pm Finalist Presentation Rehearsals, *Grand
Ballroom*

3:00pm – 4:00pm All-America City Awards Opening
Plenary, *Grand Ballroom*
Welcome: Hon. David Sander, NCL
Board Chairman and Mayor of Rancho
Cordova, CA
Opening: City and County of Denver
Mayor Michael B. Hancock
Comments: AJ Jones, W.K. Kellogg
Foundation
Presentation of the RWJF Award for
Health Equity presented by NCL
Keynote: Colorado Governor John W.
Hickenlooper

4:00pm – 5:15pm Welcome Reception (and dancing),
Sponsored by the Campaign for Grade-
Level Reading, *Grand Ballroom*

5:30pm – 9:10pm Finalist Presentation Rehearsals, *Grand
Ballroom*

Saturday, June 18, 2016

7:00am – 7:30am Delegate “Captain” Briefing, *Gold Room
– Mezzanine Level*

8:00am – 5:00pm Registration, *South Convention Lobby*

9:00am – 4:35pm Jury Presentations, *Grand Ballroom*

5:00pm – 6:00pm AAC Civic Action Fair, *South Convention
Lobby*

6:00pm – 7:00pm Cultural Entertainment Showcase,
Grand Ballroom

Sunday, June 19, 2016

7:00am – 7:30am Delegate “Captain” Briefing, *Gold Room
– Mezzanine Level*

9:00am – 11:40pm Jury Presentations, *Grand Ballroom*

1:00pm – 2:30pm AAC Festival of Ideas:
(Communities’ peer discussions of their
projects)

Group 1: Avondale, AZ; Marana, AZ;
Hayward, CA; Indio, CA, *Tower Court A –
Second Level*

Group 2: Whittier, CA; Lakewood, CO;
New Britain, CT; Council Bluffs, IA,
Tower Court B – Second Level

Group 3: Fall River, MA; Columbia
Heights, MN; Woodbury, MN; Las
Vegas, NV, *Gold – Mezzanine Level*

Group 4: Asheboro, NC; Salisbury, NC;
Charleston County, SC; Hartsville, SC,
Spruce– Mezzanine Level

Group 5: Missouri City, TX; San
Antonio, TX; Norfolk, VA; Brown Deer,
WI, *Denver– Mezzanine Level*

2:45pm – 3:45pm Chief Elected and Appointed Officials
Dialogue, *Tower Court A – Second Level*

6:00pm – 7:00m Pre-Awards Reception (light hors
d’oeuvres), *South Convention Lobby*

7:00pm – 8:30pm Awards Ceremony Plenary, *Grand
Ballroom*

Opening Remarks by Hon. Barbara
O’Brien, Denver Public School Board
member and Senior Consultant at the
Campaign for Grade-Level Reading

State Perspective by Colorado Lt.
Governor Donna Lynne

8:30pm – 10:30pm Post-Awards Celebration (dancing &
light snacks), *South Convention Lobby*



Workshop Descriptions

Friday, June 17th from 10:30am – 12:00pm

AAC Promising Practices with presentation by Somerville, Massachusetts Teen Empowerment Program - Gold Room on Mezzanine Level

Since 1992, The Center for Teen Empowerment (TE) has been empowering youth and adults as agents of positive individual, social, and institutional change. Teen Empowerment's asset-based, youth organizing model employs young people as leaders of social change. Rather than viewing youth as "the problem" or as just service recipients, TE sees youth as essential partners with adults in solving the issues plaguing our cities. The TE model encourages youth to direct their energy in positive, constructive ways, and recognizes that youth are best positioned to reach the hearts and minds of their peers, encouraging them to turn from destructive behaviors toward positive community involvement. Youth also have the lived experiences and knowledge to best inform community leaders on the issues and policies that affect them. TE's neighborhood-based employment model not only provides youth with a paid job, but an opportunity to use their unique talents, skills, and creativity to positively influence their peers and the public policy debate. Teen Empowerment youth organizers gain employment, communication, and various soft skills and increase their resiliency and civic engagement. Come learn about TE's unique, interactive model and how it is used to build relationships between youth and police and students and teachers, as well as among youth of different neighborhoods and ethnic groups.

Campaign for Grade-Level Reading: What's Working & What's Next - Spruce Room on Mezzanine Level

More than 200 communities across the United States are engaged in a collaborative campaign designed to increase by 100% the number of low-income children reading proficiently by the end of third grade in at least a dozen states by 2020. Join colleagues for a roundtable conversation about the roles civic leaders are playing in supporting measurable progress on outcomes for low-income children in school readiness, school attendance, summer learning, and grade-level reading. Learn more about what's working, where, why, and how communities are reaching higher levels of success, sustainability, and scale in addressing this critical milestone.

The Great American Myth: A Poetic Debunking of the 3 Largest Myths About Minorities presented by Brandon Leake: Stockton, CA: Spoken Word Poet - Silver Room on Mezzanine Level

Here in America it is no surprise to many that minorities across the board have been subjected to a multitude of injustices. Many of which have been extremely blatant, but the ones in which have most dangerously and effectively invaded our society are the more subtle myths regarding

many of minorities and their personhood here in America. In this session we will be discussing the 3 largest myths that throughout the course of American History have disenfranchised and marginalized minorities here in America. We will be doing so by taking a thorough examination of media portrayal, political policy, and unwritten history regarding the American Narrative. While examining these aspects we will be using the creative platform of spoken word poetry to interactively and effectively demonstrate/portray these ideas, while addressing how we as a nation can move forward and correct the issue.

Ending Racism and Transforming Our Society presented by Mike Wenger - Denver Room on Mezzanine Level

Within Our Lifetime (WOL) is a nation-wide network of organizations and individuals committed to ending racism within our lifetime. It has launched a campaign to counteract implicit bias in communities across the country, and it is deeply involved with the Truth, Racial Healing, and Transformation enterprise of the W.K. Kellogg Foundation, which seeks to end the myth that there is hierarchy of human value based on superficial physical characteristics such as skin color and facial features. In this workshop we will envision what a society might look like if we abolished this racist myth, embraced our common humanity, and developed the capacity for each of us to see ourselves in one another.

Sunday, June 19th from 1:00pm – 2:30pm

AAC Festival of Ideas: Peer-Learning Workshops

AAC brings together communities from across the country and provides an opportunity for innovative leaders and passionate citizens to connect with and learn from their peers. The AAC Festival of Ideas is a dedicated time for finalist communities to speak in-depth about their projects and answer questions to help other communities adapt the ideas and programs.

Group 1: Avondale, AZ; Marana, AZ; Hayward, CA; Indio, CA, *Tower Court A – Second Level*

Group 2: Whittier, CA; Lakewood, CO; New Britain, CT; Council Bluffs, IA, *Tower Court B – Second Level*

Group 3: Fall River, MA; Columbia Heights, MN; Woodbury, MN; Las Vegas, NV, *Gold – Mezzanine Level*

Group 4: Asheboro, NC; Salisbury, NC; Charleston County, SC; Hartsville, SC, *Spruce – Mezzanine Level*

Group 5: Missouri City, TX; San Antonio, TX; Norfolk, VA; Brown Deer, WI, *Denver – Mezzanine Level*



Thank You!

All-America City Award Host Committee

Christine Benero, Mile High United Way
David L. Berezin, Grant Thornton LLP
Hon. Bob Murphy, Lakewood, Colorado
Jane McAtee, Southwest Airlines
Bennie Milliner, Denver's Road Home
Terry Minger, National Civic League Board member
Derek Okubo, City and County of Denver
Charles Ozaki, Broomfield City/County Manager
David Palmer, Esq., Greenberg Traurig
George Valuck, Alameda Gateway Community Association

NCL Board

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DIRECTORS: James Cloar, Hon. Brad Cole, Reyna Farrales, Lee Feldman, Dr. Jarvis Hall, Mayor Steve Hogan, Richard King, John Klimm, Hon. Ron Loveridge, Terry Minger, David Palmer, Angela Romans, Cindy Steinhauser, Hon. Angel Tavares, and Dr. Lyle Wray

Volunteers

Thank you to the volunteers from the Denver region and those who traveled from across the country to assist including: the delegations from the All-America Cities of Thomasville, North Carolina; Garner, North Carolina; Somerville, Massachusetts, Geneva, New York, and Marshall, Texas.

In-Kind

Special thank you to Kaiser Permanente, Denver's Road Home, The Campaign for Grade-Level Reading, Southwest Airlines – The Official Airline of the All-America City Awards, Grant Thornton, Greenberg-Traurig, and others for providing in-kind assistance.

Partners

Kettering Foundation is an NCL Research Partner. Thank you to the Carl and Lily Pforzheimer Foundation.

Staff

A special thank you to the staff of the National Civic League.





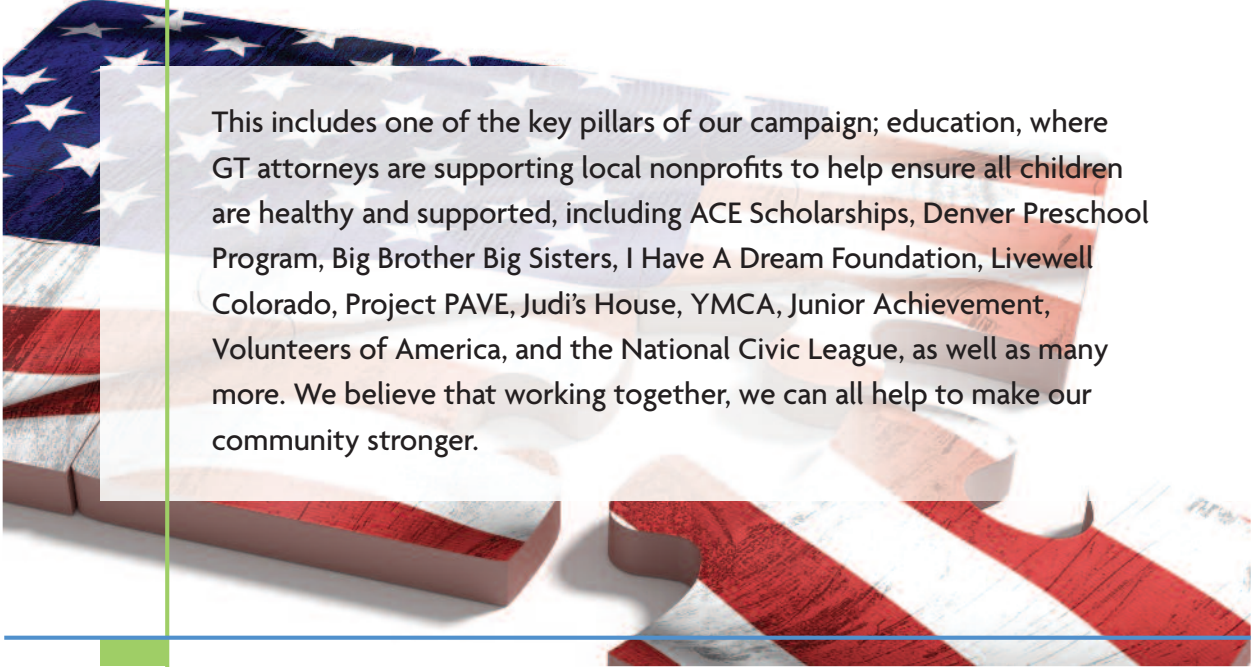
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Energizing and Inspiring Others to Step Forward

Greenberg Traurig is proud to partner with the
**National Civic League for the All-America City Awards
We Give Where We Live.**

As GT attorneys, we provide pro bono legal services, volunteer our time and resources, and forge local partnerships to support worthy causes in areas where we can help make a difference, including:

Education | Diversity | Leadership | Arts & Culture | People in need

A background image featuring a stylized American flag with stars and stripes, overlaid on a 3D puzzle of interlocking pieces. The puzzle pieces are in shades of red, white, and blue, matching the flag's colors. The puzzle is partially assembled, with some pieces missing or being placed.

This includes one of the key pillars of our campaign; education, where GT attorneys are supporting local nonprofits to help ensure all children are healthy and supported, including ACE Scholarships, Denver Preschool Program, Big Brother Big Sisters, I Have A Dream Foundation, Livewell Colorado, Project PAVE, Judi's House, YMCA, Junior Achievement, Volunteers of America, and the National Civic League, as well as many more. We believe that working together, we can all help to make our community stronger.

GREENBERG TRAUIG, LLP
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Provides high-profile, national recognition for communities	Sends a signal to solar companies that your community is “open for business”	Offers no-cost technical assistance from a team of national solar experts
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Funded by the U.S. Department of Energy SunShot Initiative

APPLY NOW: **solsmart.org**



Rehearsal Schedule

All Rehearsals will take place in the Grand Ballroom
Rehearsals are closed to all except the rehearsing community

Friday, June 17, 2016

7:35 am – 7:55 am	Avondale, Arizona
8:00 am – 8:20 am	Marana, Arizona
8:25 am – 8:45 am	Hayward, California
8:50 am – 9:10 am	Indio, California
9:15 am – 9:35 am	Whittier, California
9:40 am – 10:00 am	Lakewood, Colorado
10:05 am – 10:25 am	New Britain, Connecticut

10:30 am – 12:00 pm Workshops

1:00 pm – 1:20 pm	Council Bluffs, Iowa
1:25 pm – 1:45 pm	Fall River, Massachusetts
1:50 pm – 2:10 pm	Columbia Heights, Minnesota
2:15 pm – 2:35 pm	Woodbury, Minnesota

3:00 pm – 4:00 pm Opening Plenary: Orientation & Celebration

4:00 pm – 5:15 pm Welcome Reception – Sponsored by the Campaign for Grade-Level Reading

5:30 pm – 5:50 pm	Las Vegas, Nevada
5:55 pm – 6:15 pm	Asheboro, North Carolina
6:20 pm – 6:40 pm	Salisbury, North Carolina
6:45 pm – 7:05 pm	Charleston County, South Carolina
7:10 pm – 7:30 pm	Hartsville, South Carolina
7:35 pm – 7:55 pm	Missouri City, Texas
8:00 pm – 8:20 pm	San Antonio, Texas
8:25 pm – 8:45 pm	Norfolk, Virginia
8:50 pm – 9:10 pm	Brown Deer, Wisconsin



Presentation Schedule

All Presentations will take place in the Grand Ballroom

All participants are encouraged to attend finalist presentations

Saturday, June 18, 2016

9:00 am – 9:10 am	Jury Introductions
9:15 am – 9:35 am	Avondale, Arizona
9:40 am – 10:00 am	Marana, Arizona
10:05 am – 10:25 am	Hayward, California
Break	
10:50 am – 11:10 am	Indio, California
11:15 am – 11:35 am	Whittier, California
11:40 am – 12:00 pm	Lakewood, Colorado
Lunch	
1:05 pm – 1:25 pm	New Britain, Connecticut
1:30 pm – 1:50 pm	Council Bluffs, Iowa
1:55 pm – 2:15 pm	Fall River, Massachusetts
2:20 pm – 2:40 pm	Columbia Heights, Minnesota
Break	
3:00 pm – 3:20 pm	Woodbury, Minnesota
3:25 pm – 3:45 pm	Las Vegas, Nevada
3:50 pm – 4:10 pm	Asheboro, North Carolina
4:15 pm – 4:35 pm	Salisbury, North Carolina

Sunday, June 19, 2016

9:00 am – 9:20 am	Charleston County, South Carolina
9:25 am – 9:45 am	Hartsville, South Carolina
9:50 am – 10:10 am	Missouri City, Texas
Break	
10:30 am – 10:50 am	San Antonio, Texas
10:55 am – 11:15 am	Norfolk, Virginia
11:20 am – 11:40 am	Brown Deer, Wisconsin



All-America City Award

A Program of National Civic League



National Civic League was founded in 1894 (as the National Municipal League) by civic reformers such as Theodore Roosevelt, Louis Brandeis, Marshall Field and Charles Evans Hughes. Its mission was to address the corruption and ineffectiveness of local government. NCL played a key role in promoting professional city management and created the ever popular Model City Charter (now in its 8th edition and in continuous use for 85 years). For more than 65 years, NCL has connected people to each other and people to their government. NCL coined the phrase “civic infrastructure” and created the original Civic Index more than 20 years ago. Now, NCL is a community coach and trainer helping people build their capacity to work toward win-win solutions in fiscal sustainability, comprehensive community development, environmental stewardship, racial equity, immigrant integration, and transportation oriented development.

The All-America City Award started in 1949. Gideon Seymour, managing editor of the Minneapolis Star Tribune, appointed reporter Jean James to cover NCL’s National Conference on Governance in St. Paul. In addition to covering the event, James was assigned to ask NCL (then called the National Municipal League) to support an award to recognize the best-governed cities in America.

Instead, NCL suggested recognizing cities where citizen action had succeeded in making these communities a better place to live. Thus, the All-America City Award was born. It is called All-America City Award, rather than All-American City Award, because it recognizes the whole community and not an individual. George Gallup, Sr., the renowned public opinion pollster, served as president of the National Municipal League Board and Chairman of the All-America City Award jury that selected the winning cities. Gallup described the award as “...a Nobel prize for constructive citizenship.”

Winning the All-America City Award reinvigorates a community’s sense of civic pride. All-America City winners and finalists also experience heightened national attention – a proven boost for the recruitment of industry, jobs, and investment. Perhaps as important as the tangible benefits of being named an All-America City are the benefits a community derives from completing the application and making its presentation to the jury. The application process presents a unique opportunity for people to evaluate their community and foster new partnerships. At the jury presentation, the delegation bonds with each other and networks with the other finalists. Most importantly, All-America Cities teach and inspire others throughout the nation that are struggling with similar issues how to meet their challenges in innovative and collaborative ways. It is common to find previous All-America Cities or prospective applicants attending the jury presentations to hear the pearls of wisdom from the finalists.

All-America Cities have been neighborhoods, towns, cities, counties, and regions. The communities honored each year are models of civic excellence. They demonstrate they are problem solvers. They provide examples of how they have been collaborative, innovative, impactful, and promoted civic engagement. Since its inception, over 600 communities have won the All-America City Award designation and more than 2,000 others have been finalists. Some communities have won the award five or six times.





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- 2016 State Surgeon General Healthy Weight Community Champion
- Ranked #1 in the country among more than 500 communities participating in Let's Move! Cities, Towns and Counties

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2016 All-America City Finalist Program Summaries

Avondale, Arizona

Kids at Hope

Kids at Hope is a proven youth development strategy based on the premise that all children are capable of success. The goal of the strategy is to create a culture that views all its children as “at hope” rather than “at risk” by adopting evidence-based practices in schools, recreation departments, police departments, faith based groups, community-based organizations and families. In July 2008, the City of Avondale began efforts to promote Kids at Hope by providing training to school districts, city staff and community leaders. The Neighborhood and Family Services Department coordinates a training program to engage school districts and community organizations to adopt the program and its practices. So far more than 300 adults have received Kids at Hope training at city sponsored events. Within one year of Avondale becoming a Kids at Hope city, two additional elementary schools signed on to the resolution and now more than 22,000 students are exposed to the Kids at Hope philosophy.

Care1st Avondale Resource Center

In 2008 Care1st HealthPlan of Arizona approached Avondale with an offer to fund a one-stop, human services resource center in the city. A library building in the Historic Avondale area – home to the many of the most vulnerable city residents – was converted into a resource center. City departments partnered with an array of outside agencies to provide specific services. Today, the resource center offers nutrition services, health insurance enrollment, GED classes, early childhood education, financial education, employment services, citizenship classes, and English tutoring. It also provides rental, mortgage, utility assistance, and screenings for developmental, dental, vision and hearing problems. Since its opening in 2009, the center has served more than 300,000 people, including more than 70,000 in 2015 alone.

Avondale Let’s Move Initiative

The Let’s Move Initiative calls upon local elected officials to adopt sustainable and holistic policies that

improve a community’s access to healthy, affordable food and opportunities. In 2014, Avondale became the first Arizona municipality to achieve gold medal status in the five goals outlined by the initiative. The Parks and Recreation department was instrumental in reaching that status. The Parks and Recreation department took a great amount of time during the development of the soccer program to engage residents and ensure best practices for youth development were employed in the program. The Parks and Recreation Department helped put on events such as the Tres Rios Nature Festival, which welcomes more than 7,500 visitors of all ages to participate in outdoor recreational activities and the Avondale KidFest that helps reinforce the value of physical activity for toddler to preschool aged children.

The Neighborhood and Family Services Department (NFSD) promotes the Let’s Move Initiative by providing education, outreach, and programming. NFSD administers the Kith and Kin Program for caregivers to learn how to prepare children for kindergarten, and the Nutrition and Physical Activity Program, which provides low or no-cost food demonstrations for families.

In an effort to improve health and develop an active lifestyle at an early age, the Born Learning Trail was developed as an interactive, playful, and visible community engagement tool. Brightly colored sidewalk graphics and engaging signs provide 10 fun outdoor games to help parents and caregivers create learning opportunities for young children.

Marana, Arizona

A Different Kind of Food Truck: Marana Cares Mobile

The Marana Unified School District (MUSD) employs several food programs during the school year to ensure that hunger and poor nutrition are not barriers to learning. Seeking to address the gap in access to food for many students outside of the school year, the MUSD Superintendent introduced the idea of converting an old donated bus into a “mobile

CONGRATULATIONS TO THE 2016 ALL-AMERICA CITY AWARD FINALISTS



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2010

unit” dedicated to improving the health and nutrition of students. As more partners joined the effort, the focus expanded. Instead of just providing nutritious meals, the bus would also house medical services, providing healthcare check-ups as well.

Throughout the process, one of the most critical partners in developing the mobile unit were Marana’s students. Students helped design the bus so that it would best meet the needs of students, and students in the Career and Technical Education (CTE) program (welding, healthcare, dental and culinary) worked with MUSD to implement that design. In the end, the bus was transformed into a mobile diner and physician’s office fully equipped with running water and web connectivity. The physician’s office provides general health check-ups, sports physicals, and vaccinations. The bus is also handicap accessible with a fully dedicated hydraulic automatic lift, as well as air conditioning.

The Marana Cares Mobile began serving students in December 2015 and has served meals to approximately 225 students so far. MUSD and partners have begun plans for a second bus to include dental check-ups as well.

Career and Technical Education (CTE) Program in Marana United School District

The Career and Technical Education (CTE) Program of the Marana United School District (MUSD) not only helps prepare students to find fulfilling careers after high school, but it also innovatively combats the gender pay gap by challenging the idea of gender-differentiated career sectors. The biases reflected in “gendered” career expectations is troubling enough on its own, but the wage gap between jobs in female-dominated versus male-dominated fields makes the problem that much more essential to address.

The CTE program offers numerous concentration options to help ignite a sense of possibility among students uninspired by traditional curricula. They currently offer 28 unique concentrations; offering this many concentrations is no small task and requires heavy collaboration. The sheer number of offerings helps to breakdown the idea of “gendered” jobs, and the program works to actively recruit students to consider enrolling in non-traditionally gendered programs.

The city works with MUSD, local business, and students to continually evaluate the program for success and offer to new concentrations. The impact

of the CTE program is reflected in its 100 percent success rate – with every student graduating with a diploma or GED. Furthermore, 83 percent of students have been placed in a higher education program or career setting related to their CTE concentration. In four years, the CTE program increased the rate of graduates classified as nontraditional (non-gender conforming) from 22 percent to 32 percent, a rate twice the state average (16 percent).

Positive Behavior Intervention Support

For the Marana Unified School District (MUSD), disruptive student behavior was leading to negative outcomes, both academic and personal. Facing stagnant or decreasing budgets, MUSD had to close the gap in behavior services due to a shortage of counselors and social workers in the schools. Positive Behavior Intervention Support (PBIS) is a prominent philosophy in schools across the United States. It emphasizes a shift from punitive methods of enforcement to positive reinforcement of successful behaviors and consistent interventions. PBIS is based on principles of inclusion, collaboration, and shared responsibility. The underlying theme is teaching behavioral expectations in the same manner as any core curriculum subject.

Since the earliest adoption of the program elements, referrals for student discipline have dropped more than 73 percent district-wide. Referrals for male students specifically (who make up the majority of referrals) dropped at nearly the same proportion, 72 percent. PBIS also contributes to general educational outcomes. Marana’s graduation rate is 8 points higher than the state average. For Marana’s Hispanic and Latino/a students the graduation rate is 11 percent higher than the state at large. This effort shines a light on the value of working together, sharing information, and building effective ties to the community.

Hayward, California

The Firehouse Clinic: Providing Healthcare Services to Underserved Residents with Coordinated Care

Hayward’s newest fire station is more than just a space for first responders. It is a fully functioning medical center serving Hayward’s most needy. Co-locating critical medical services with emergency responders enabled the city to increase medical access in a safe and trusted setting.



The Firehouse Clinic is a full service primary and preventative care facility and also provides health navigation services. The Firehouse Clinic connects first responders and the healthcare system thereby increasing communication, data sharing and coordination of services to better connect patients to the proper level of care and provide continuity of care. By combining and co-locating these services thousands of unnecessary ambulance trips may be avoided, and patients can gain access to medical care beyond the emergency room.

To build public support and gain input into the structure of the clinic, fellows and volunteers visited more than 11,000 households. These conversations informed the effort, and led to nearly 2,000 letters of support from residents, and another 122 letters from businesses, congregations, and community organizations, on behalf of the effort.

Healthy Families: Literacy, After-School Support, and Access to Healthy Meals

To address a significant need for extra academic assistance for students in local schools, Hayward expanded its successful educational service models in a partnership with Hayward Unified School District (HUSD) and California State University East Bay (CSUEB) and Chabot College.

Hayward now offers after-school Homework Support Centers (HSC) at 10 local school sites and two libraries. HSCs deliver free, high quality, small-group, bilingual tutoring services to students four days a week. The centers also connect students and parents with technology resources and training to help them bridge the digital divide and strengthen the skills necessary to succeed in the 21st century academic environment and job market.

Hayward's collaborative efforts have also helped close the literacy gap for parents. At the public library parents can access, through Literacy Plus, free one-on-one tutoring in reading, writing, spelling, and math. The program also offers Families for Literacy, a monthly story time with free reading material for the children of adult-literacy learners.

With 83 percent of Hayward students on free or reduced lunch programs, the summer months can bring hunger for many students. Words for Lunch seeks to address students' lack of access to reading opportunities and healthy meals during the summer. The program is a collaboration of Let's Do Lunch Hayward, the parks and recreation department, and

the public library. Every Tuesday and Thursday throughout the summer, children receive a free age-appropriate book, and a free healthy lunch at local parks, while enjoying a summer reading experience led by trained volunteers. More than 600 local students participated in the program in 2015.

The Youth and Family Services Bureau: Diversion, Support and the Hayward Attendance Project

The innovative Youth and Family Services Bureau (YFSB), part of the Hayward Police Department, offers a number of services to help keep young people out of the judicial system and encourage them to make healthy choices. Those services include crisis intervention, child and family counseling, trauma assistance, as well as case management. Recognizing the critical role of parents in helping support youth, YFSB offered presentations and programs for parents addressing transitioning youth, gang awareness, emotional wellness, internet safety, and understanding the teen brain, among other issues.

During the summer YFSB provides services through the Junior Giants Program – a free, noncompetitive summer baseball program for at-risk kids that offers an alternative to drugs, gangs and crime. They learn baseball skills, receive free breakfast and lunch and participate in programs that encourage education, healthy eating, and violence prevention. Evaluation found that 90 percent of program participants' parents saw an increase in participant confidence, integrity, teamwork and leadership. Results also showed that students made healthier lifestyle decisions: drinking more water and less soda, eating more fruits and vegetables, and getting more exercise.

Last year, YFSB expanded efforts to include a focus on chronic absence/truancy, after the school district expressed grave concern about the connection between absenteeism, dropout rates and crime. Through the Hayward Attendance Project, the community is working to intervene by building a coalition to research and analyze trends to develop a data-driven approach to reduce chronic absenteeism.



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Indio, California

Housing as a Platform for Prosperity: Creating Neighborhoods of Opportunity through Housing.

While agriculture contributes \$1.3 billion to the Riverside County economy, the Coachella Valley's seasonal farmworkers represent some of the most economically disadvantaged people in the region. Many of these farmworkers live in what was once the Fred Young Labor Camp – the first permanent farmworker housing development in Southern California and one of the oldest in the country. These homes deteriorated over time and so too did the safety of the neighborhood.

In 2007, the USDA, the City of Indio, and Riverside County approached the Coachella Valley Housing Coalition (CVHC) about taking over the labor camp. The state of disrepair and decay appalled CVHC, which set out to engage the residents to develop a master plan to revitalize the area. CVHC hosted a series of charrettes - design meetings - with residents, architects, city leaders, and others. These conversations led designers to include community gardens on the property – allowing these expert growers and farmers to have land of their own on which to grow food.

Using affordable housing as the stabilizing foundation, CVHC works to connect residents to community services that can help further transform their lives. Housing-based community services focus on economic self-sufficiency and asset building. These goals are furthered by onsite classes in financial-literacy and budgeting, access to scholarships for residents pursuing higher education, tax help referral, access to job training, GED programs, and a computer learning center that offers classes on computer skills and job search strategies. The site also includes onsite childcare, afterschool tutoring and other programs targeted to supporting youth.

Smart Policing Initiative

The Indio Police Department (IPD), in partnership with criminologists from the University of California, Riverside, created a computer model that predicts where burglary crime is likely to occur. This project is part of the Department of Justice's Smart Policing Initiative, which seeks to support evidence-based policing strategies.

The model helped reveal the connection between truancy rates and burglary. With this information, the



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IPD has engaged and partnered with the community around issues of truancy. The project stands as a strong example of IPD's longstanding commitment to community policing, an approach focused on problem solving, engaging residents, and partnering with community groups.

The SPI brings cutting edge technology and data-analytics to the challenge of problem solving. Through this effort, IPD recognized that truancy in a given area precedes burglary in that area by two years. This information enabled IPD to identify and target predicted burglary hotspots before they emerged. Furthermore IPD deployed a truancy/burglary prevention taskforce.

Truancy, like so many problems, is multi-faceted. Community partnerships and efforts are essential, so IPD worked to partner with the local schools, service providers, businesses, and other agencies. IPD has also worked to provide information about preventing burglary and truancy by hosting safety fairs at Target and HomeDepot. IPD also offers Parent Project classes – this nationally renowned training is designed for parents raising difficult teens. This comprehensive approach led to a 66 percent reduction in theft within the city.

Leaders in Training

Launched in 2010, the Leaders in Training program brings together teens from across the Coachella Valley to explore leadership skills, and the skills necessary to succeed in school and life. To date the program has partnered with groups such as Indio Teen Center, Riverside County Economic Development Agency, College of the Desert, Coachella Valley Housing Coalition, and others to provide free job training, financial aid, help with scholarships, and employment information.

The program works to help high school students recognize their leadership potential, while helping to provide recreational programs across the valley as part of the Desert Recreation District. In addition to providing leadership training, information about college and career opportunities, the program also gives students real world work experience.

To date, all program participants have graduated from high school, or are on track to graduate. Among graduates, 75 percent have gone on to college or university.

Whittier, California

Activate Whittier

Formed in 2008, the goal of Activate Whittier is to encourage exercise, play and healthy nutrition. Concerned with the childhood obesity rate in Whittier, one of the highest in Los Angeles County, Activate Whittier partnered with residents to address this alarming health trend and make small changes that can make a big difference. The multi-level collaborative effort includes partners such as the Whittier Community Foundation, Whittier YMCA, the Los Angeles County Department of Health, and Whittier Boys and Girls Club.

These partners work together to provide direction and inspiration, and Kaiser Permanente provides "HEAL Zone" grant funding for partner efforts. The vision of the HEAL Zone is to transform underserved communities, so that walking and biking on safe routes to work and school, buying affordable fresh fruits and vegetables close to home, exercising in clean and safe parks, and participating in active after-school programs all become a part of a resident's daily life.

Programs include the "Insanity Mud Run" which was

developed to replace typical candy sale fundraisers. Another Activate Whittier program is "Promotoras," a successful community support program that trains lay Latino/a community health advisors to work in a community setting to promote healthy lifestyles.

SPIRITT Family Services

Since 1972, SPIRITT Family Services has provided a critical range of programs that advance the mental and emotional well-being of children and families throughout the Whittier area. SPIRITT Family Services provide culturally-sensitive, evidence-based support in multiple languages to ensure parents and their children are on a trajectory for healthy, positive outcomes.

SPIRITT offers many services to Whittier residents including the WINDOWS Family Communication Program which brings families together for the purpose of learning how to resolve family conflicts in a manner that promotes respect for all family members. SPIRITT also offers Challenging Latinos to Access Resource Opportunities (CLARO), a school-based program for young men that includes support groups for high-risk male youth, and focuses on positive role modeling.

SPIRITT's "Music with the Chief" is a successful at-risk youth music program that draws on Whittier Police Chief Jeff Piper's own experience growing up in Whittier. As a young man facing difficult circumstances, Chief Piper learned firsthand the power of music, after an older resident gave him a guitar and some lessons. Today, Chief Piper offers free guitars and music lessons to youth through SPIRITT programming. This program is open to those youth (10-16) who experience family issues including domestic violence, alcoholism, divorce, and who may experience other personal issues such as mild autism and severe introverted behavior.

Whittier City School District

A partnership between the Whittier City School District (WCSD) and the city of Whittier provides Community Learning Centers at local schools that serve as safe and nurturing environments where students and community members learn and grow. Through the Reach for the Stars (RFTS) after school program and the before school Jump Start program, students spend more time in school and get better grades and higher scores on standardized tests. RFTS began in 2000 with four elementary school sites,



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today it operates at all 9 elementary schools and 2 middle schools, serving more than 1,300 students before and after school.

By offering programs free of charge, parents have saved millions of dollars in childcare costs, and the program has made it possible for many single parents to enter and remain in the workforce, and had a large impact for two-parent working families struggling to make financial ends meet. More than 95 percent of parents with students in the program report that they are more productive at work than they were before their children were enrolled.

In 2006, RFTS was chosen to participate in PIH Health's Community Benefits project to fight childhood obesity. The commitment included providing students with an hour of physical activity daily, ensuring that the supper and snack met district and county healthy food guidelines, teaching cooking and nutrition classes to students and their parents and designing healthy fundraisers that everyone could replicate. These actions contributed to a 27 percent reduction in RFTS students who are considered obese from 2006 to present.

Lakewood, Colorado

Mountair Park Community Farm

In 2013, the city of Lakewood started a conversation with Two Creeks neighborhood residents about strategies for enhancing the community, the endeavor sparked tremendous participation from numerous residents, many of whom had never participated in such planning efforts before. Residents quickly identified two key priorities: better access to fresh, healthy food, and the desire for a community gathering space.

The city partnered with a local non-profit, Sprout City Farms, to create an urban farm on a one-acre park in the heart of the Two Creeks neighborhood. The section of Mountair Park turned into the farm had previously been considered blighted, and crime-ridden. The city remade the park by removing an old basketball court for the farm and building a multi-sport court near the entrance to the park. In addition to supplying fresh food, the farm helps fulfill the neighborhood's desire for a community gathering place.

The farm also donates food to the local school's food bank, and the partnership led to the creation of the

Mountair Summer Camp. When summer construction at the elementary school meant that its long-standing summer activities and lunch programs would have to be relocated, the new farm stepped up. Out of this partnership came the Mountair Summer Camp which provides fun, stimulating and educational activities to the kids in the morning as well as a free, healthy lunch.

Lakewood Linked

After Lakewood won the All-America City Award in 2011, then Mayor Bob Murphy posed the following question in his 2012 State of the City speech: "What can we all do, together, to make life better for all the residents of this community?" The outcome was Lakewood Linked, an initiative to strengthen community building in the city. The goal was to weave into the fabric of the community sustainable and systemic practices to make collaborative endeavors even more powerful.

The program started by using the city's website to connect those needing help with those looking to provide help. Connections came quickly, particularly from businesses. Lakewood paint and hardware stores connected with neighborhoods to support graffiti removal by donating paint or providing price-reduced paint to residents. Another store hosted energy-saving workshops and gave discounts on products to support neighborhood efforts to help residents live more sustainable, energy-efficient lives.

Another outcome of Lakewood Linked is the Lakewood Faith Coalition, which now boasts more than 75 faith-based organizational members. After the Lakewood police chief explain to the group of pastors that the greatest impact they could have on issues such as crime, poverty and homelessness was by working with the elementary schools, the coalition created the Whiz Kids program. The program trains volunteer tutors to provide one-on-one literacy and math support to students who are struggling academically. Currently, Whiz Kids serves nine schools in Lakewood, providing tutoring to 156 students.

Schools as Hubs

Viewing schools as critically important community hubs is not new, but in Lakewood a sense of urgency has shifted the kinds of services delivered through that hub. For decades, Foothills Elementary School's athletic field had been poorly maintained leaving the field in such bad condition that the school had its physical education classes indoors. In 2011, community members including leaders from the

neighborhood church began to formulate the idea of restoring the school's athletic field. In April 2015, the renovated athletic field opened with grass for playing baseball and soccer, a new playground and a track around the outer perimeter for walking or running. The school now has physical education classes outside, and the community returned to using the playing field with youth leagues and games fully booking the field's open times. The field served as a springboard to academic progress and development of healthy lifestyles. It returned a sense of kinship and community pride to the neighborhood, and the next phase includes building a community garden at the school.

Foothills Elementary and the surrounding neighborhood represent just one example of the connection between schools and the community. In response to a high level of food insecure students and families, Stein Elementary now provides a wide range of services from cooking classes and a food pantry to health and wellness to educational opportunities in financial literacy. The Young Americans Center for Financial Education located in Lakewood has striven for years to provide education and opportunities in financial literacy and has reached over 5,000 students in Lakewood. The center has become a partner with schools in providing financial literacy by offering Young AmeriTowne, an award-winning educational program offered to fourth- and fifth-grade teachers.

New Britain, Connecticut

Summer Enrichment Experience

The New Britain Summer Enrichment Experience (SEE) combats summer learning loss by combining traditional summer school classroom time with traditional extended day enrichment programming offered by community-based organizations. Working in collaboration, principals, teachers, and community providers developed an innovative and integrated curriculum that allowed students to make connections between lessons in the classroom and real world experiences. With significant gains in reading, writing, and math for students in the program in 2011, 2012 and 2013, the summer program expanded in 2014 to three district elementary schools serving more than 600 students.

Spots are available on a first come, first serve basis to students who scored in the lowest 20th percentile on standardized tests. To encourage early registration, the Family Education Services Department of the

district calls parents of eligible children to provide more information and answer questions to promote the child's participation and engage parents in their native languages. Class sizes are restricted to no more than 15 students. Students and parents are also able to choose age-appropriate enrichment opportunities for the afternoon including theater arts, sports and recreation, STEM, and martial arts. Through its PowerSchool Tracking system, the district monitors SEE students' attendance, grades, and standardized test scores during the school year to help ensure the program's success.

Fighting Chronic Absenteeism

In December of 2011, the Consolidated School District of New Britain looked at the rate of chronic absenteeism in its schools and was troubled to learn that nearly one-third of students attended school less than 90 percent of the time – the worst in the state. During the 2012-2013 school year, the district rolled out their Kindergarten Counts pilot initiative to begin addressing the absenteeism issues. The 2013-2014 school year data showed the kindergarten chronic absenteeism rate at 13 percent, a 42 percent reduction in only one year. The critical part of the Kindergarten Counts program was employing two highly trained family intervention specialists who engaged parents through phone calls, home visits, and referrals, to help set the family up for success around their child's attendance.

In the last school year the rate of kindergarten chronic absenteeism rebounded in the district. The most critical driver of this was a new district transportation policy discontinuing bussing for elementary students living within a mile of their school. Through analysis of the data, district officials demonstrated that 60 percent of the kindergarten walkers at one school were chronically absent, and then were able to advocate adjusting the bussing policy to within a half mile this year.

The district also continues the successful "Walking School Bus" that not only addresses safety concerns, but allows families and students to connect and engage with each other, and the school. Another key strategy for fighting chronic absenteeism has been training teachers and staff on the importance of having a welcoming environment for tardy students.

Reducing Childhood Obesity

In 2008, the Coalition for New Britain Youth drafted an ambitious plan to combat the rate of obesity and asthma in area youth. Initial research indicated that

only 47 percent of 4-year-olds were found to have a healthy body mass index (BMI). In response, the coalition implemented the Healthy Alternatives for Little Ones (HALO) program for preschoolers in New Britain and by 2012, 61 percent of preschoolers measured at a healthy BMI.

Strong data tracking has been a crucial piece of the coalition's efforts. City public health workers have collaborated with the school district nurses to collect data for the district's data system, PowerSchool. This tracking system revealed the scope of asthma-related issues for students and its impact on their attendance. Among elementary school students 29 percent were diagnosed with asthma, a rate that rose to 39 percent among 6th graders. Now, students with poorly-controlled asthma can receive case management services from the school nurse and others to assist with issues such as home-based environmental remediation.

In 2010, a group of teenage girls completed a Photovoice project focused on health and the community in New Britain, the project identified the condition of parks as barrier to healthy living. They presented their project to the city and eventually helped get one park's vacant pool replaced with a full turf field for youth sports and a family-friendly splash pad.

In 2012, another group completed a Photovoice project around health and their environment in New Britain that led to the opening a House of Teens (HOT). The girls designed their own space to meet in the afternoon. HOT is a culturally, and age appropriate, center where teens can access both preventive and primary care and the community-based health promotion resources they want, and need.

Council Bluffs, Iowa

Blink – Bluffs Community Wide Wi-Fi

In 2009, Council Bluffs coordinated with Google to begin offering free community Wi-Fi downtown. Having just completed a major data center in the area, Google was eager to find ways to support its new community. Soon after providing Wi-Fi to the downtown area, the effort expanded to the City Sports Complex and Tom Hanafan River's Edge Park.

As the city started to plan for additional Wi-Fi expansion, the local school district was working

carefully to integrate technology to better meet students' needs. It soon became clear that while students from more affluent homes had access to the internet at home, the many lacking such access were left at a serious disadvantage. This pushed the city to prioritize the expansion of Wi-Fi to areas with the highest rates of poverty. Collaboration has been key to creating and implementing the plan. All told the plan will see more than 4,000 acres of the community served by free public Wi-Fi, making it one of the largest contiguous free public Wi-Fi areas in the world.

Fundraising for the Future

As Council Bluffs has grown, the need to reinvest in community spaces has increased. Addressing these challenges required strong community input, and financial support. To date, the community has undertaken three large fund-raising campaigns to serve the growing community, especially children. The new Council Bluffs YMCA is more than a newly renovated building. It is hosting positive programs and creating a space for families and residents to interact and form relationships. Free youth memberships will be provided to all Boys and Girls Club participants and to students at the local alternative school.

A new athletic complex for Council Bluffs Community School District was greatly needed. The complex was in such disrepair that the school had not been able to host a home track meet for more than a decade. The football field has been completely refurbished, along with two softball fields, two soccer fields, concession, ticket, and team buildings.

Children's Square U.S.A., a residential treatment facility, serves more than 1,475 children and families. To continue serving the most vulnerable youth, \$9 million was needed for capital improvements. On the heels of the aforementioned fund-raising campaigns, the group was skeptical about community's ability to provide the resources, but to date the more than \$8.1 million has been raised.

Campaign for Grade Level Reading

When the Grade-Level Reading – All-America City Awards were announced in 2012, Council Bluffs Chamber of Commerce representatives began to meet with the superintendent of the city's largest school district to focus on early learning, school attendance, and summer learning loss. District representatives eagerly signed on knowing the recent improved success as demonstrated by an increase in

graduation rates, a decrease in dropout rates, and overall improved student achievement.

The community united behind efforts to increase school attendance. Activities include a city-wide press conference promoting attendance, tracking average daily attendance, school officials visiting students' homes with perfect attendance, and yard signs for students with perfect attendance.

Council Bluffs Community School District and the Iowa West Foundation support the Summer Exploration Program as a way of reducing summer learning loss among students, especially those in poverty. Now in its seventh year, the program has partnerships with the Henry Doorly Zoo, Lauritzen Garden Botanical Center, Bass Pro Shop, Hitchcock Nature Center, Omaha Children's Museum, and Council Bluffs Recycling Center, among others. Council Bluffs continues to work to improve and increase support for early learning. Six different funding sources have been combined to support as many children as possible through high-quality preschool. A media campaign, CB Reads, was also established to reinforce the need for parents and volunteers to read to all children.

Fall River, Massachusetts

Positive Youth Development

Fall River has long been involved with America's Promise, which has named the city one of the nation's 100 Best Cities for Young People four times. Fall River is one of the best places for youth, and part of the reason, is because the community trusts its young people to take leadership roles. In fact, the city government is run by Mayor Jasiel Correia, who is in his twenties. Below are several examples of Fall River's commitment to youth.

A school-community partnership was created to bring together more than 30 agencies to ensure that youth concerns are taken into consideration by city programs and that youth are represented on different commissions and councils. The work resulted in a new Youth of the Year award program, a Youth Violence Prevention Initiative, and a Youth Candidates Night. Next the group will be working to create a youth master plan.

Fall River was one of the first cities to adopt a Youth Bill of Rights. This 2009 ordinance was especially notable for its provisions to ensure youth

involvement in decisions affecting them, which resulted in youth being appointed to a variety of boards and commissions and being consulted on a variety of topics. Another example of youth voice was the founding of an initiative called Building Our Lives Drug-Free (BOLD), through which youth in the community gained the adoption of an ordinance banning the sale of tobacco in local pharmacies.

Mayor's Attendance Task Force

With the Mayor's Attendance Task Force, the city brought together 20 agencies to create a community-wide effort to improve school attendance. The task force, comprised of community organizations, school district officials, and city leaders, meets monthly to scrutinize attendance figures and policies, and to launch attendance improvement efforts.

One of the Task Force's most visible efforts has been the "Empty Chair" campaign, which involved placing bright red school chairs around town in libraries, businesses, and other locations to remind people of the importance of encouraging students to fill the empty chairs. The campaign was accompanied by community announcements, the distribution of brochures, and presentations to various groups about the need to improve school attendance.

In addition, the campaign created educational materials, and held parenting classes stressing the importance of attendance. The campaign has also collaborated with a variety of local agencies, churches and community organizations to emphasize the importance of school attendance through community forums, church services, and other events. As a result, attendance has improved by as much as 12 percent in some area schools during the past year. The task force plans to continue its work to bring about even greater improvements in the future.

Fall River Parent Academy

Recognizing the importance of having parents involved in their children's education, Fall River formed the Parent Academy, a joint effort between the city's Director of Early Childhood and Parent and Community Engagement, and the School District's Superintendent. More than 60 people from 32 organizations came together to raise the necessary funds and design the initiative, among them business-people, school representatives, local officials and community members.

The academy planning committee surveyed parents to determine what classes would be of interest, and



received more than 700 responses in a variety of languages. As a result, more than 60 classes and training programs were designed, including courses on effective parenting, personal and emotional growth, career development, and personal health. A rigorous evaluation is now underway to determine the program's effect on parental resilience, social connections, concrete support in times of need, knowledge of parenting and child development, and social and emotional competence of children.

Columbia Heights, Minnesota

City/School Collaboration

With the local economy declining, increasing diversity, and rising crime rates, the Columbia Heights Police Department (CHPD) turned to community policing as a strategy for reducing crime and easing community tensions. The department required all officers to take at least ten hours of classes on community-oriented programming, including classes on working with kids and other cultures. By fully integrating community policing, CHPD was able to improve community relations and increase the number of block organizations and business partnerships.

CHPD was particularly active in working with local schools, creating a Cops-N-Kids program that featured weekly open gyms for after-school recreation, finding officers to volunteer as Big Brothers, creating a Teen Police Academy, and reading to younger kids as part of an anti-bullying campaign. As a result, teen arrests fell from an average of 247 per year in 2007 and 2008, to slightly more than 100 in 2014.

CHPD held its first Eat and Greet event in 2014 to provide food and education to community residents. More than 100 people attended in 2014, an in just one year attendance more than doubled to 250 attendees. Last year also saw a successful National Night Out event, with 55 gatherings and more than 1,250 participants. In addition to these outreach efforts, the department holds regular events to encourage dialogues, including "Coffee with a Cop," "Pizza with a Cop," and even "Shop with a Cop."

City of Peace Park Initiative

As part of its City of Peace Initiative, Columbia Heights is working with Somali immigrants and other residents to design and fund a City of Peace Park in a low-income area of the city. This project came on the heels of a federal arrest of a local Somali man for

support of terrorist activities. The man lived in the Circle Terrace Neighborhood, a community in which 60 percent of residents are on government assistance. The neighborhood, which was suffering from high crime rates and other issues, was first provided a park, then recreational equipment, followed by an effort to build a community center on site.

The Columbia Heights Police Department went door-to-door in the Circle Terrace neighborhood to gather input from residents on what to include in the proposed park building. Residents were very enthusiastic about the building and asked that the building include recreation activities, educational programs and city outreach services, including community policing.

Following approval by the Columbia Heights City Council, the whole community is now engaged in a fundraising effort to make the park building a reality in 2016. The city has approached the county for permission to use CDBG money for the facility. Residents have signed petitions of support and the police department held a community picnic at the site of the building to bring greater attention to the project.

Columbia Heights Public Library

The Columbia Heights Public Library plays a central role in the community, and this role is about to get bigger with the construction of a new library building approved by voters. The library is an important resource to seniors, immigrants, and young people and its many educational programs are provided both inside its walls and through outreach efforts.

Community members petitioned for a new library in 2014, which was then placed on the ballot by the city council and approved by 63 percent of local voters. The current library, which will be replaced and expanded by the new building, hosts more than 200 youth programs, including daily homework help, read-aloud times, a summer volunteer program for teens, and a Bike U program to educate people on how to fix bikes. The library also provides a variety of programs for seniors and immigrants, such as computer literacy, art and volunteerism. Many of these and other programs are collaborative efforts with local nonprofit organizations, schools and city agencies such as Head Start Metro North Adult Basic Education and Valley View Elementary School.

The new, enlarged Columbia Heights Public Library – expected to be completed this year – will provide more computers, books and programs to the whole city and surrounding communities as well.

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Woodbury, MN

Feed My Starving Children

Woodbury residents have a long history of charitable giving. A community foundation and churches regularly support charitable causes at the local, state, and even global level. Philanthropic resources were stretched further last year, when two local residents proposed that the city join a statewide effort called Feed My Starving Children to send four million meals to people overseas. Nikki Robbins and Lisa Engh rallied the entire community to the cause, which involved raising enough money and workers to send hand-packed meals called MannaPacks to impoverished people in more than 70 countries.

The initiative gathered more than 20,000 volunteers from area businesses, schools, religious organizations, sports teams, clubs, local government and residents to put together the packages in October 2015. Working with local churches and businesses, the effort's leaders raised \$880,000 to pay for the project.

The Feed My Starving Children event was based on a strong tradition of charity in Woodbury, particularly in the area of feeding the needy. Area churches had participated for years in similar events and had worked with other organizations to sponsor year-round food shelves and food giveaways during the holidays.

In addition to serving nutritional meals to children around the world, this initiative also had a huge local impact, as it was the first of its kind to donate a percentage of the money raised to a local food shelf. In the end, this donation reached \$50,000. This unprecedented donation set a standard for future MobilePack events to contribute to local initiatives, as well as, international need.

Madison's Place

Dale and Dana Millington's family turned their loss of a child to spinal muscular dystrophy into a community benefit by working with local residents and statewide associations to build the state's largest playground for kids with disabilities. Working with the Madison Claire Foundation, the Millingtons helped raise nearly \$830,000 for the project and spent countless hours researching the needs of kids with various disabilities to ensure that the playground would be useful and appropriate to all.

The City of Woodbury donated land for the playground and other organizations, including the

University of Minnesota Masonic Children's Hospital, Minnesota Muscular Dystrophy Association, and Washington County Early Intervention Network, helped with the fundraising and planning for the playground. The goal of these, and other organizations, is to make the park a regional asset for the whole Twin Cities area, a space that can be used by all kids, not just those with disabilities. When it came time to build the playground, more than a hundred local volunteers joined the effort. The volunteers were coordinated by Twin Cities Habitat, a branch of Habitat for Humanity.

Fostering a Welcoming and Inclusive Community

Last year the city formed a Diversity and Inclusion Committee, which is seeking ways to help the city be more welcoming and aware of the need for racial equity. One of the city's first steps in this process was to contract with the YWCA of Minneapolis' Racial Justice Department to complete an assessment of supervisor-level staff's "intercultural competence." City departments committed themselves to improving the diversity of their staff, and taking other actions to ensure that their policies and community activities are inclusive. In addition, several city staff members are participating in a regional racial equity cohort made up of other Minnesota cities, which involves 56 hours of training over the course of a year and discussions on racial equity and inclusion.

City staff members are also convening community gatherings, using an "appreciative inquiry" approach, and hosting dialogues to gather ideas about inclusion and diversity. So far in 2016 these gatherings have engaged more than 100 residents. At the completion of these gatherings, staff will put together ideas and develop a mission, vision and set of strategies for making the city a welcoming, inclusive place.

Las Vegas, Nevada

Education Collective Impact

With Nevada's education system ranking last in the nation, education is, and must be, a key priority for the city of Las Vegas. Partnerships with education service-providers and community stakeholders have created synergy for two collective impact projects: Las Vegas Downtown Achieves and Las Vegas My Brother's Keeper. The goal of Downtown Achieves is academic success for every child through collective community action. Downtown Achieves focuses on

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Has

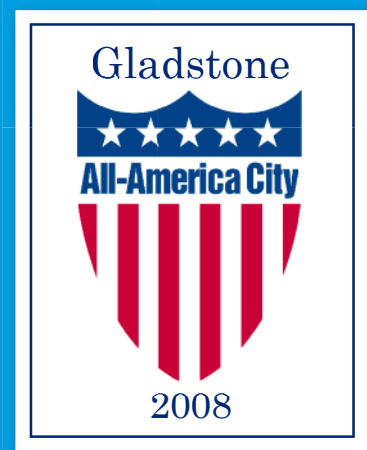
- A Community Center for Family Fitness
- New Trails for Biking and Walking
- A Public Art Program in the emerging Downtown

Offers

- New Luxury Living
- New Outdoor Entertainment Venue
- New Developing Downtown
- Commercial Property Opportunities

Believes in

- Citizen Engagement Opportunities
- A Community for All Ages
- Empowering Residents, Schools and Businesses to be Successful
- Delivery of High Quality Services



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four R's: Research, Relationships, Resources and Results. In collaboration with the University of Nevada, Las Vegas (UNLV), school staff-member, parents and community stakeholders collect data to determine the key areas of need. Downtown Achieves does not provide programs or services. It works collaboratively with community experts and partners to drive and scale evidence-based programs and resources to the schools, without duplicating efforts.

Too many young boys and men of color struggle to overcome social and racial barriers that prevent success. Nevada Partners, whose model workforce development program is one of only 30 to be nationally-recognized by President Obama's My Brother's Keeper (MBK) initiative, has served as the backbone organization for Las Vegas' MBK effort. Activities so far include a summer enrichment program, additional pre-school programs, parent engagement through mural and garden projects, bolstering a reading at home culture with parents, augmenting mentoring programs and working with school officials to minimize the number of schools suspensions and expulsions.

Batteries Included Teen Councils

Batteries Included is a youth-led, youth-directed program that leverages partnerships with community groups and others to provide academic options, career training, life skills and social services to Las Vegas youth. Partners for the program include the city of Las Vegas, Clark County School District, Board of Regents of the Nevada System of Higher Education and Nevada Partners. The program aims to increase graduation rates, reduce social isolation and mentor the next generation of leaders.

"The 11Eleven11 Project" is an 11-week film professional training and mentoring program that began in Atlanta, Georgia, and found a home in Las Vegas in 2014. The goal is to build ladders of opportunity into Nevada's budding film community, for low-to-moderate income minority youth. The pilot proved successful, in training production assistants and resulted in the creation of "Two Roads," a short film addressing the issue of the school to prison pipeline for youth.

Students from Batteries Included also had the opportunity to design an app that provides information on youth resources such as suicide prevention, rape support, and homeless services. Over the past four years, 100 percent of the high school

seniors in the Batteries Included program graduated on time.

Mayor's Faith Initiative

Las Vegas is often referred to as "Sin City," yet it has more than 500 churches and leaders of the faith community play a pivotal role in providing a community safety net. During the summer of 2006, focus groups were conducted with representatives of the interfaith community. These focus discussions moved the group to create the Community Interfaith Council (CIC) and develop a proposal that responded to the needs of the faith community and its leadership. The CIC played a key role in the Crystal Darkness methamphetamine prevention campaign, the violence-reduction Safe Village initiative, and efforts to address the local foreclosure crisis.

By the end of 2011, it was determined that the Community Interfaith Council should be rebranded to attract more regional faith leaders in future collaborations. In 2012, Mayor Carolyn G. Goodman hosted an event that drew together nearly 100 pastors and leaders, representing more than 70,000 congregants from the Las Vegas Valley's houses of worship. Data were collected through facilitated discussions that identified six critical issues that were affecting their congregations—human trafficking, strengthening the family, education, addiction jobs and unemployment, homelessness. Working groups were created to address each priority area and continue today to move Las Vegas forward on each issue. Outcomes include 150,000 high school students exposed to the "Trafficked No More" prevention material; supply and food donations for local schools; free training for 175 clergy around addiction and support; and an annual job training and fair that has placed over 220 individuals in jobs.

Asheboro, North Carolina

Randolph County Partnership for Children

Obesity comes early in Randolph County, where nearly 16 percent of children are classified as overweight or obese. Research shows that children who start school overweight are far more likely to be obese by the time they become teenagers. To turn things around, the Randolph County Partnership for Children (RCPC) worked to make early childhood nutrition and activity countywide priorities.

Child Care Settings: RCPC is working with Shape NC and GONAPSACC (Nutrition and Physical Activity Self-Assessment in Child Care) to transform existing playgrounds into rich, naturalized outdoor learning environments and prevent early childhood obesity.

As a result of RCPC and Shape NC, 75 percent of licensed child care centers in Randolph County have new or transformed outdoor learning environments. The time children spend in active play rose from 51 percent to 85 percent between 2011 and 2015. One local site, The Growing Place Child Care Center, is one of only six child care centers in North Carolina to be classified as a Shape NC Demonstration Site.

Thanks to RCPC and Shape NC, as well as, a generous \$48,000 grant from Timken a local business, McCrary Elementary, whose students are 73 percent minority, and 81 percent of whom receive subsidized lunches, has a walking track with fitness stations, and students can grow and eat vegetables from their "Salsa Garden."

Community Settings: In 2013, the RCPC hosted its first Play Daze, a full day event with opportunities for supervised, unstructured time for children to explore. Since 2013, more than 2,500 children have participated in Play Daze.

Communities in Schools

To ensure Asheboro children get a healthy start and have a healthy future, Communities in Schools Randolph County (CISRC) implemented Backpack Pals. CISRC Executive Director Paula Owens notes that, "For some students, the breakfast and lunch they receive at school are the only meals they eat. So, Backpack Pals helps alleviate childhood hunger over the weekend by sending a bag packed with nutritious, non-perishable and child-friendly food home from school with the child on Friday afternoon."

CISRC works with individual schools in Asheboro and beyond, to identify students in need. Letters go to the parents or guardians to secure permission for their child to participate, and once enrolled, students receive their food on Fridays in small bags that fit into backpacks to keep food secure and to protect the students' identity and dignity. In the 2014-2015 school year, Backpack Pals provided 19,180 bags of food to 650 students.

Backpack Pals would not be possible without cross-sector collaboration. In fact, 75 percent of the

funding for the program comes from community partners, including more than 30 in Asheboro alone. In January 2016, CISRC, in partnership with First United Methodist Church of Asheboro, received a \$3,300 grant from the Randolph Hospital Community Health Foundation to develop a community garden. Food grown in the garden will be used to supplement the Backpack Pal program, thus supplying additional healthy eating options to food-insecure children.

Second Chance Breakfast

Nearly 75 percent of Asheboro High School (AHS) students qualify for free and reduced meals, making food-scarce home environments a pressing issue. AHS has undertaken multiple efforts to address this challenge. In the last three years, AHS and other schools in the Asheboro City Schools (ACS) district expanded their summer feeding program from serving only those enrolled in summer programming, to providing breakfast and lunch to anyone under 18. In three years, the program has more than doubled the number of breakfasts and lunches provided and opened satellite sites to reach more children. In addition to improved summer feeding options, AHS also implemented the Afternoon School Snack Program in 2015, providing 12,847 snacks to students after school hours.

Perhaps the most innovative and impactful program is Second Chance Breakfast (SCB). AHS estimated that, despite offering breakfast before school, less than 11 percent of students ate breakfast, either at home or at school. The high school worked with Sodexo Food Services, the city's school food provider, and ACS to develop SCB. The effort faced numerous logistical challenges, but together the parties found a way to make it work. The school extended by two minutes the time between first and second period so students could participate. Teachers allowed eating in class, custodians developed plans to address food waste in classes and Sodexo adjusted employee schedules.

SCB, a "grab-and-go" breakfast with entrée, fruit, orange juice and milk, is available at multiple locations to students qualifying for free and reduced lunch. What started on December 1, 2014 with 99 students and two serving lines grew to seven lines serving approximately 580 students daily. AHS now serves breakfast to nearly 50 percent of students. The only program of its kind in the state, SCB has earned national attention. In October 2015, AHS received a Best Practice Award from the U.S. Department of Agriculture.

Salisbury, North Carolina

Norvell Theater

Numerous studies have demonstrated the connection between participation in theater programs and academic achievement. Those experiencing the arts have higher standardized test scores, better attendance records, and are generally more engaged in school than their non-arts counterparts. At a time when arts education programs were dwindling, Piedmont Players Theater (PPT) chose to step up by creating the Norvell Theater. Now in its 6th season, the Norvell Theater is one of the few all-youth theaters in the state.

Each season PPT puts on five shows, including three productions for students, and two full-length productions. The three school productions are coordinated with the Rowan-Salisbury literature curriculum, and PPT takes an active role in working with teachers to develop theater-based curriculum to help students read and analyze the plays. To ensure access for all students, school show tickets cost only 25 cents. Last season, youth productions at Norvell Theater reached 16,200 people.

In addition to its youth productions, PPT developed an extensive education program including audition workshops, summer theater camps and a Youth Theater Academy. Scholarships were provided to ensure that no student is turned away because of need.

Since the first production in 2010, 29 shows have been produced, and more 300 children have participated. And to date, no student involved in the Norvell Theater has failed to graduate on time.

Knox Middle School Co-Principals

Knox Middle School has the highest percentage of English language learners and students with disabilities in Rowan County. In 2014, only 16 of the 196 entering sixth-graders arrived reading at grade-level. In addition to these challenges, the school seemed to have a revolving door of principals, with five in five years. This discontinuity of leadership left teachers hesitant to adopt or implement any new initiative as it might well be abandoned in a few months.

In 2014, Knox Middle School Parent Teacher Association met with the superintendent about the principal situation at the school. The superintendent,

Dr. Lynn Moody came back with an innovative solution. Instead of hiring one new principal, she would hire two co-principals.

One of the principals' first tasks was improving the appearance of the school, so they hosted a series of community clean-up days. They also spent the summer meeting with individual parents and community groups. The meetings were an opportunity to share a new vision of the school, and ultimately, led to support from community groups and others, which led to the development of a new afterschool program, funding for college visits and new equipment.

A survey of parents surfaced concern about infrequent academic feedback, so the school immediately implemented a new schedule for progress reports. Instead of learning about student performance every 9 weeks, parents would be notified every 3 weeks.

The principals also began to focus on discipline and created a no-tolerance policy for misbehavior. They also worked to establish and articulate the "Knox Way," a statement of expectations for what it meant to be a Knox student. Though challenges remain, and it will take time for results to reflect the success of these efforts, the culture and structure of Knox is starting to change.

Fit for Motion: Norvant Health Rowan Medical Center

A recent study indicates that more than 40 percent of first and second graders in the Central Piedmont region are overweight or obese. In response to this crisis, Norvant Health Rowan Medical Center (NHRMC) and the YMCA of Rowan County brought together a coalition of Rowan Salisbury School System educators, community leaders, and health and fitness experts to address the issue head on through the introduction of the Fit for Motion program.

The goals of the program are to 1) educate youth and their families on healthy behavior, 2) provide leadership development, and 3) develop ambassadors for healthier lifestyles. Two, eight week programs are provided to second graders throughout the year. These programs focus on the benefits of exercise, nutrition information and learning about the body.

In the six years from 2007 to 2013, the scope of program grew from 240 students to 3,840 and is now present in 12 of the 20 elementary schools in the

county. Moving forward, the program looks to expand to all 20 schools and develop a refresher course for those in middle school.

Charleston County, South Carolina

The Angel Effect: Saving the Angel Oak, a Sea Island Treasure

In 2008, a plan was approved to build 600 homes and a shopping center on Johns Island, on the property surrounding the Angel Oak tree. One of the oldest living things east of the Mississippi, and estimated to be more than 1,500 years old, the Angel Oak boasts a canopy that covers more than 17,000 square feet. The development threatened its fragile root system. Johns Island is also home to a Gullah Geechee community. Gullah Geechee are descendant from enslaved Africans, and who through isolation from the mainland developed a language and culture that preserved many African elements. When development threatened the tree, Charleston community-members, individuals from the Gullah Geechee community, as well as, students from local schools, nonprofits, local businesses and individuals from around the world, worked together to successfully save the tree.

Their work not only saved the tree, but helped create a protective preserve, which consists of two tracts, one of 17 acres and the other of 18.7 acres. Funds to purchase the land were secured thanks to some 10,000 individual donors, more than 20 local businesses and several large gifts from Charleston institutions and nonprofits. Today, the park with the grand tree receives about 36,000 visitors annually from around the world.

Lowcountry Local First: Creating a Place Based Economy

Lowcountry Local First (LLF) is a nonprofit organization dedicated to enabling and enhancing local business. LLF's approach provides resources for growth, and the means for companies, farmers and individuals to connect, grow, and support each other. Launched in 2006, LLF's goal was to increase commerce while protecting the culture, history, and character of rural communities. LLF aims to 1) educate the general public on why it is important to choose local; 2) work with elected officials, decision-makers, and opinion leaders to foster a better environment

for creating and sustaining local businesses; and 3) deliver resource, programming, networking, and mentorship to local businesses of all shapes and sizes. The success of its early efforts, led to explosive growth so that LLF now has 600 members, representing 16,000 employees. Members of LLF benefit from the resources available to them including free shared office space, access to the state's first incubator farm, and coaching and mentoring.

Palmetto Commerce Parkway Project and the Traveling Trunk Program

When the loss of a military base and shipyard threatened to decimate Charleston's economy, the community was greatly in need of a new economic backbone. This led to the construction of Palmetto Commerce Parkway, which spurred a 1,500-acre Commerce Park. The companies on the Palmetto Commerce Parkway supply the area with more than 4,300 jobs and have made capital investments now approaching \$1 billion.

In the meantime, construction of the road led to the discovery of historic inland rice fields, providing an opportunity for education and preservation. An education curriculum was created around the discovery to be shared among local schools through the Traveling Trunk program, which focuses on teaching students about the inland rice fields once worked by slaves in the same area now called the Palmetto Commerce Parkway. Charleston County embraced the historical significance of the site and treated it as a learning opportunity for students.

The Palmetto Commerce Parkway and the Traveling Trunk program are examples of how a community can balance commerce development and provide enhanced infrastructure all the while preserving historical and environmental resources.

Hartsville, South Carolina

Partners for Unparalleled Local Scholastic Excellence (PULSE)

In February of 2011, Hartsville formed a public and private partnership to implement a comprehensive scholastic excellence program in the local public schools. The program expands curriculum opportunities for all children, and further improves student achievement through collaborative academic and social development initiatives. Two key components of the PULSE partnership are 1)



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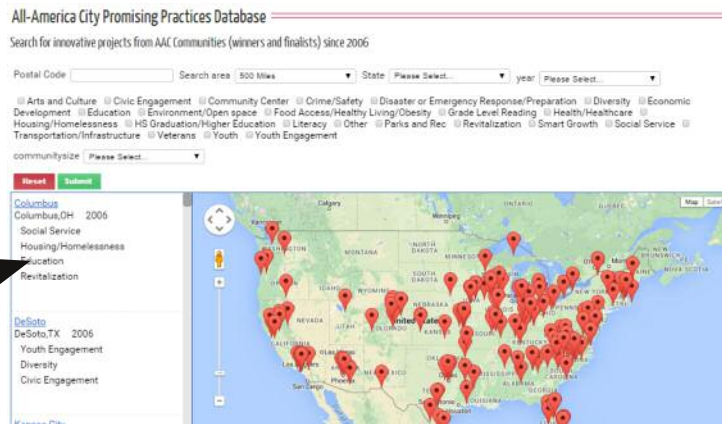
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Accelerated Learning Opportunities (ALO), which provides high-level courses in science, math, language, and the arts for students that attend Hartsville High School; and 2) a pilot implementation of the Comer School Development Program, a framework based on a commitment to decisions through consensus, no-fault problem solving, and collaboration at four Hartsville elementary schools.

Supplementary programs, including a mentor, and after-school Boy Scout program, have been created to support the two primary initiatives. The group created a summer reading program focused on K-3 grade students who did not meet state standards on reading tests. In total, more than 3,000 students are being served each year by PULSE. The program has made a significant impact on reading and math skills and personal student behavior at the elementary school level. It has encouraged active community involvement through the mentor program, raised academic achievement in specific high school courses, and informed post-high school career choices for students.

Byerly Foundation – Funded Youth Initiatives

The Byerly Foundation, formed with funds from the sale of a historic hospital, began making grants in 1998. The foundation focuses on three target categories: education, economic development, and community life. Through the support of the Byerly Foundation, several initiatives have been realized.

The Police Youth Academy was created as a prevention program for students before they reached high school. Using student input to develop the curriculum, the four-week academy aims to strengthen relationships between students and police; teach youth how the criminal justice system works, stress the importance of responsibility, and reduce school violence and discipline problems. Another Byerly funded initiative, Cypress Adventures Program, is a youth advocacy effort focused on adolescent skill development through outdoor adventure, service learning, and peer mentoring.

In 2013, the City of Hartsville was approached by a group of concerned residents advocating the addition of disability accessible equipment in Hartsville playgrounds. With the help of the Byerly Foundation fundraising efforts and the awarding of a federal grant, Hartsville is now celebrated statewide as a standard for integrated play facilities.

The Byerly Foundation has also funded a “Diva Den” at the local pre-school to provide space for young mothers to receive myriad services. Funding has also been used to address transportation needs for clients of the Durant Children’s Center. The foundation now covers expenses for two pediatricians to come to the center weekly and provide critical care and screen children for signs of child abuse.

Historic Butler District Neighborhood Revitalization

The Historic Butler District, is a sprawling community home to 23 percent of Hartsville’s population. This predominately African-American neighborhood was settled in the early 20th century under the laws of segregation. During recent years, local and global economic trends have had a significant negative impact on the neighborhood.

Knowing that outside expertise was needed to help solve these complex economic and historical issues, the city planning department won assistance from the American Planning Association to work with residents, the city, and other stakeholders to prepare a comprehensive Neighborhood Revitalization Plan. The plan was formally adopted by a newly formed Neighborhood Revitalization Oversight Committee made up of neighborhood residents, elected officials, service providers, and city staff. The plan includes five focus areas: housing, services, mobility, economic vitality, and identity and participation.

Accomplishments to date include 20 homes repaired in just three months by Habitat for Humanity; demolition of an abandoned housing complex that had become an extreme safety hazard; increased sidewalk construction; upgraded street lighting and a demolition assistance program for homeowners.

Missouri City, Texas

Back to School Health Fair

In the past decade, AccessHealth, a community health center, has partnered with Fort Bend County, Texas, and Missouri City to hold an annual Back to School Health Fair to prepare children for a healthy and successful school year. The goal of the fair is to deliver all the basic necessities a child requires to start the new school year. The fair offers free immunizations, dental, vision and speech-language screenings, backpacks, school supplies, haircuts, food, games, and healthy snacks. Within the last six years, almost 4,500

free backpacks with essential supplies were given to area youth during the fair. Backpacks were filled with grade-level appropriate supplies obtained through sponsorships and partnerships with area retail providers. The event is held at the Fort Bend County Annex, which is also home to the Missouri City AccessHealth Clinic. Fort Bend County also assists with event coordination and finding potential sponsors for this community event.

The AVID Program

AVID is a school-wide effort with the goal of increasing the number of students who enroll and succeed in higher education. The effort focuses on multiple levers for creating change including instruction, systems change, leadership, and culture. AVID serves all students, but the core of the program is the AVID Elective Class, in which students enroll in a school's most rigorous classes and receive tutoring support and assistance with study skill strategies.

The AVID College Readiness System is a catalyst for developing a school culture that closes the expectation and opportunity gaps many students face and prepares all students for success in a global society. Missouri City has actively partnered with the Fort Bend Independent School District to support the AVID program. Job shadowing opportunities for students were provided by city employees to assist young people in making real-world connections as part of their college and career planning.

The First Tee of Greater Houston at Quail Valley

The First Tee of Greater Houston's mission is to improve the lives of young people by providing learning facilities and educational programs that build character, instill life-enhancing values and promote healthy choices through the game of golf. In 2012, the Missouri City partnered with The First Tee of Greater Houston to initiate a program at the Municipal Golf Course at Quail Valley. The city provided indoor classroom space at the City Centre building and outdoor play space at the golf practice facility across the street. The mayor, city council, and the golf course staff have cooperated and remained supportive throughout the partnership. The initial class had 16 participants. In 2016, 356 young people were enrolled in four seasonal sessions.

Participants learn The First Tee Nine Core Values: honesty, integrity, sportsmanship, respect, responsibility, confidence, courtesy, perseverance, and judgment. Youth learn to embrace these values, both on the golf course and in the rest of their lives. They also learn

The First Tee Nine Healthy Habits: energy, play, safety, vision, mind, family, friends, school, and community. They also acquire life skills from the core lessons, including interpersonal communication, goal setting, self-management, and resiliency skills. Classes meet once a week for 90 minutes after school during the week and on Saturdays. Well-researched curriculum is delivered by trained volunteer adults and teens. Classes include material on core values, golf rules, golf etiquette, physical activity, and golf fundamentals.

San Antonio, Texas

School Ready Kids

The PreK4SA initiative, in collaboration with seven local school districts, has established a positive trajectory for educational attainment across the community. The initiative gives four-year-olds a complete experience that fosters academic excellence and inspires students to develop "ganas" (desire) for learning and becoming contributing members of society. This focused effort has is part of a large-scale emphasis on school readiness.

The ReadyKidSA coalition formed in 2015 to create a comprehensive early childhood system that promotes the social, emotional, physical and cognitive development of children ages 0-8 and provide parents and caregivers the tools and resources they need to better support their families. The value of this approach is confirmed by research showing that investments in early childhood development not only benefit children now, but also into the future as they transition into adulthood. Developmentally sound children become healthy, thriving adults who contribute to the local economy and their community. The ReadyKidSA coalition includes more than 50 community partners from the education, health and wellness, family well-being, and safety sectors, with leadership support provided by the United Way of San Antonio and Bexar County.

Healthy Kids

The City of San Antonio is leading a coalition of public and private programs that developed a cohesive continuum of age-specific interventions for Hispanic, African-American, and low-income children in consideration of their demonstrated risk for adverse health outcomes. The coalition's goal is to help participants understand why it is important to eat healthy foods, drink lots of water, and get daily exercise.

Among other initiatives, the city's health department recently launched SA Healthy Start, a maternal-child health service designed to reduce infant and fetal mortality, pre-term births, and low birthweight babies. SA Healthy Start targets neighborhoods with high infant mortality rates and provides home visitation services to pregnant and postpartum women until the baby turns two years of age.

The San Antonio Sports organization hosts "iplay! Afterschool," an innovative, five-week program that fosters physical activity for 3rd through 5th graders. The program teaches kids how to play soccer, volleyball, tennis and golf and how to participate in track and field events. Children are from 30 schools in two partnering school districts and most all are economically disadvantaged (each child receives a free pair of athletic shoes and socks to enable involvement).

The Mayor's Fitness Council Student Ambassador Program empowers San Antonio youth to lead their peers in learning about and adopting healthy, active lifestyles. Ambassadors experience the benefits of physical activity and better nutritional choices as they acquire peer education techniques. They are prepared for advocacy and civic engagement and participate in school wellness councils.

Successful Kids

Recognizing the growing importance of secondary education as a qualification for employment, San Antonio has expanded its focus on helping young people graduate high school prepared to enter colleges and universities. Bexar County's P16Plus Council is spearheading SA Kids Attend to Win, a multi-partner initiative to improve high school graduation rates. Thirty area organizations collaboratively launched Excel Beyond the Bell (EBB) San Antonio to provide high quality, evidence-based enrichment activities for kids outside of regular school hours.

The Diplomás program focuses the efforts of four school districts, the Alamo Colleges, the University of Texas at San Antonio, community based organizations, and local chambers of commerce to improve college readiness, access, persistence and attainment by Hispanic students.

Cafécollege is an innovative, one-stop shop for college information, resources, recruitment activities, college awareness and guidance services, and financial assistance.

My Brother's Keeper (MBKSA), launched in 2015 under the leadership of San Antonio Mayor Ivy R. Taylor, and includes the City of San Antonio, United Way, P16 Plus Council, local colleges and universities, public and private youth services providers. It employs a cradle to career strategy for assisting young men of color who have been left out of the community's economic and educational boom.

The Family School Community Partnership, another multi-partner effort, seeks to provide parents with the tools necessary to effectively advocate for their children's education.

Norfolk, Virginia

United for Children

United for Children is an intensive collaboration modeled after the Harlem Children's Zone and other collective impact initiatives around the country. United for Children focuses intensive community efforts on children and families living in extreme poverty, or below 50 percent of the federal poverty level. Of the 22,000 children in South Hampton Roads who fit this description, 6,000 live in Norfolk.

Several initiatives have been deployed in Norfolk, including expanding the summer program at Jacox Elementary to a full-day, Monday through Friday, voluntary enrollment program targeted to students who struggled in the academic year, and were without summer learning or enrichment programs.

The United for Children program helped spur the creation of a cutting-edge partnership to bring comprehensive medical services to Booker T. Washington High School through its Student Care Center. School administrators cited student absenteeism related to health issues as a major concern for academic achievement and graduation rates. The center is the first of its kind in the Greater Norfolk Region, designed to offer the comprehensive services of a family physician's office in a clinical space inside the school. Students were asked to provide input on the most critical medical issues they faced to assist in the design of the center. Through the Student Care Center, Booker T. Washington High School students have access to medical services that are beyond the scope of what school nurses can provide. Examples of the services offered include: general health exams, mental health services, substance abuse services, and referrals to specialists or other community services.

Teens with a Purpose – Youth Movement

Teens With a Purpose - The Youth Movement (TWP) began in 2007 as a non-profit for teens to help other teens. The mission is to create a platform to empower young people to use their voices, energy, creativity, and talents to demonstrate their power to effect personal change and positively impact the lives of others through the arts and humanities, peer-led programs, and special events. TWP creates a safe, nonjudgmental environment for self-expression and continues to promote healthy life choices. TWP's programs strive to reduce at-risk behaviors, build healthy relationships, strengthen educational achievement, ignite a desire for personal growth and learning, and foster community engagement.

TWP initiatives include teen camps facilitated by young adults in the spring and summer with about 150 participants. TWP also works to address violence and promote peace and unity within the community. TWP presented F.U.S.E. Festival, a free community festival sponsored by the City of Norfolk that focuses on peace, unity, spirit, and "edutainment." In 2013, TWP collaborated to present a Peace Rally for Trayvon Martin, as a peaceful and positive way for the community to combat violence. In 2014, TWP presented workshops and forums to give youth a safe place to ask questions, express their concerns, and provide positive conflict resolution strategies to defuse conflict.

In 2015, TWP joined a national campaign called I Want to Live to address the issue of racial profiling with the purpose of shifting negative perceptions of black and brown people. On the local level, TWP is actively engaged in building stronger relationships between the police force and the community through their Redefining Community Campaign.

Norfolk Emerging Leaders

Norfolk Emerging Leaders (NEL) provides meaningful and educational employment opportunities to Norfolk's young adults. The program is open to Norfolk residents, ages 16 to 19, and runs from June to August each summer. For the 2016 summer, the city is expanding the program by hiring of 50 young adults brings the total number of participants to 250. The additional slots were made available to young people who reside in Young Terrace, a public housing community in Norfolk. The NEL positions are full-time paid positions. The NEL interns are paid \$7.55 an hour, which equates to nearly \$1,500 (after taxes).

The NEL program is more than just a summer job. Participants gain valuable work experience and take part in work readiness and financial planning workshops, network with city employees, and participate in conversations with community leaders. The program provides a unique opportunity for youth employment, furthers the city's priorities of lifelong learning and workforce development, as well as, fills a critical need within Norfolk's community.

Brown Deer, Wisconsin

Getting Children in the North River Corridor Access to Green Space

Comprehensive plans for the Village of Brown Deer dating back to the 1960s recognized a general failure to make green space accessible to all members of the community. One area, the North River Corridor, is hemmed in by two major state highways and the Milwaukee River. It remained isolated from green space access due to private land ownership and a lack of safe and alternative transportation options. The North River Corridor also contains the highest concentration of multifamily and affordable housing units in the village.

In 2014, the Brown Deer Community Services Department completed an area land use plan to identify issues and opportunities in the North River Corridor. The plan identified mass transit opportunities, bike trail possibilities, and pedestrian enhancements as key areas of focus. It also sought to identify "green" and child-friendly assets in the corridor. Land use analysis revealed an abundant amount of green space available along the Milwaukee River and nearby, if only access could be provided.

In 2015, the village partnered with the Milwaukee Metropolitan Sewerage District, The Conservation Fund, Badger Meter (a local employer) to acquire the land, revitalize the space, and create a new park with trails, natural landscaping, access paths, and a handicap-accessible, non-motorized boat launch. The new Badger Meter River Park gives children and anyone with a kayak or canoe direct access to the Milwaukee River. To improve accessibility to the rest of the community, the Village of Brown Deer has undertaken several other initiatives that improve multi-modal connections.

The Brown Deer School District Master Campus Plan

Through a strategic planning process more than 70 school community members explored the development of a cohesive, holistic vision for a shared future for Brown Deer School District. As a changing school community, Brown Deer was faced with a significant challenge – how to provide a quality, 21st century education with 20th century facilities that urgently required upgrading and complete replacement. In November 2011, 65 percent of local voters approved the issuance of \$18 million in bonds to remake the school system, and a second \$4 million question was also approved.

The board of education approved a beautiful integrated master campus plan that modernized and reconfigured efficient use of classroom space and connects students to nature through the exposure to 60+ acres of habitat, wildlife, plantings, and trees on campus. Learning happens outside the classroom walls through the development of outdoor learning facilities with a combination of hard and soft surfaces for walking/running trails and play spaces integrated to meet a variety of needs throughout the campus. Phase I of construction also included a new field house, fitness center, art classrooms, and newly renovated school classrooms.

Collaboration and innovation were key to the success of the projects. The group was able to secure zero interest via the Qualified Zone Academy Bonds program, (QZAB) a federal initiative that provides free bonds for school district construction projects for renovation, energy efficiency, renewable energy, equipment, curriculum, and teacher training. In order to qualify for the bonds, the school district applied to the state of Wisconsin for \$7.4 million and secured the required 10% private match through Focus on Energy grants, private contributions from local businesses, community organizations, and volunteer services.

“The Brown Deer Way” & Character Education

Since 2006, Brown Deer has become one of the most diverse school communities in the state with more than 70 percent students of color. The Great Recession of 2008 pushed the number of students qualifying for free and reduced lunch from 22 percent to almost 50 percent of the population. Five years ago, Brown Deer received a letter from the Wisconsin Department of Public Instruction warning of an unusually high percentage of suspensions of African-American students. Brown Deer reviewed the issue internally to better understand the root causes and found that the numbers were indeed disproportionate and unacceptably high. Knowing outside assistance was needed to address this issue, Brown Deer applied for, and received, a state grant to study this issue and improve performance in regards to positive behavior modeling. This led the district to character education and the Leadership to Advance Character Education (LACE) program, which became known as the Brown Deer Way.

The Brown Deer Way has become an innovative learning philosophy which focuses on students throughout the curriculum, teaching the values of acceptance, trust, honesty, respect, and responsibility for themselves, their peers, their school and their community. Students are randomly chosen from every homeroom on a monthly basis to provide feedback, and to critique the weekly character education lessons. The character education program, along with weekly lessons, have resulted in reduced discipline referrals and more students of color finishing high school with a 99.2 percent graduation rate in 2014 and 98.6 percent in 2015.



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